



# TRANSFORT

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2014–2016 **MARKETING PLAN**



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# EXECUTIVE SUMMARY

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The purpose of a strategic marketing plan is to develop long-range marketing goals and implementation strategies to assist a brand with retaining and attracting customers. While many organizations react to marketing opportunities, knowing where an organization is going with their marketing through a strategic plan, can have a huge affect on brand awareness, customer buy-in, and sales.

**A strategic marketing plan is dynamic and always changing, yet it is an important tool for key personnel to refer to and implement. The core reasons behind developing a Transfort strategic marketing plan include:**

- Enhance Transfort's image
- Increase and expand ridership
- Promote the integration of MAX BRT with Transfort
- Build Transfort's image as a regional policy leader related to transit

## THE TRANSFORT MARKETING PLAN CONSISTS OF:

- Marketing situation analysis
- Transfort brand platform
- Brand touchpoints
- Targeted audiences
- Secondary audiences
- Marketing strategy
- Campaign overview
- Marketing tools
- Approximate advertising costs, and vendor fees
- Timeline
- Partnership ideas
- Contingency planning
- Measurement and reporting tactics
- Appendix A: Communication tasks
- Appendix B: Creative Concepts

## KEY PERSONNEL:

**Transfort is a department within the City of Fort Collins government. Its key personnel related to the strategic marketing plan includes:**

- Kurt Ravenschlag, General Manager, Transfort
- Timothy Wilder, Service Development Manager
- Emma Belmont, Transportation Planner
- Tim Allen, Communications Director, CPIO
- Mark Jackson, Deputy Director, Planning, Development and Transportation

# MARKETING SITUATION ANALYSIS

A marketing and branding situation analysis was completed in December 2013. Nearly 200 people participated in one-on-one interviews, focus groups and an online survey. While not statistically valid, comments and themes provided the basis for the revised Transfort brand. Transfort is the only public transportation option in Fort Collins, yet is in competition with automobiles, taxis, bicycles, and walking.

**Strengths:** current internal characteristics of Transfort that give it an advantage over the competition.

**Weaknesses:** current internal characteristics that place Transfort at a disadvantage relative to the competition.

**Opportunities:** future external chances to improve performance in the overall environment.

**Threats:** future external economic, social and environmental elements in Fort Collins and transportation in general.

## STRENGTHS

- MAX – new and shiny service
- Part of Fort Collins culture
- Green
- Modern
- Friendly
- Reliable
- Connections

## WEAKNESSES

- No Sunday service
- Service delays
- Transit-dependent riders make up bulk of ridership
- Confusing and complicated
- Perception of it being dirty

## OPPORTUNITIES

- Source of pride
- Innovative technologies transferrable to transit
- Freedom felt by customers
- Expanding the community through partnerships
- Fuel costs (personal vehicles)

## THREATS

- Crime, and perception of crime, on buses or at stations/stops
- Operational costs
- Shift in transportation choices
- Fuel costs (fleet vehicles)

# TRANSFORT BRAND PLATFORM



**POSITION** – Our relevant strengths

**TRANSFORT IS...**

- an evolving system to meet changing community needs
- embracing modern technology
- a comfortable and safe environment



**PERSONALITY** – How we behave

**TRANSFORT IS...**

- friendly staff and service
- approachable to new riders
- welcoming to all people



**PROMISE** – Our commitment to the community

**TRANSFORT IS...**

- moving Fort Collins to a more urban environment
- a system to be proud of
- expanding the boundaries of a connected community



**VALUE PROPOSITION** – why the community should ride and support us

**TRANSFORT IS...**

- easy to use
- fully connected to where you need to go
- innovative partnerships that provide the best service possible



**THE BOTTOM LINE**

**Transfort is easy, modern transit.**

# BRAND TOUCHPOINTS

The bottom line and brand platform are realized in communication as well as everyday operations. The following graphic of customer touchpoints, or places where riders (and potential riders) interact with the Transfort brand, demonstrates the impact of a strategic and fully implemented brand platform.



# TARGETED AUDIENCES

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The following targeted audiences have been identified as the most promising sector for ridership growth. These four markets have not interfaced with Transfort in any meaningful way in the past. With the new MAX service, choice riders are a reality for Transfort and the specific campaigns and communications venues have been selected to explicitly reach them as new customers.

## URBAN X-ERS WITHOUT KIDS IN THE HOME

### MARKETING GOALS

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- Transit is a viable choice
- Access the system through new tools

### KEY ATTRIBUTES/UNIQUE SELLING PROPOSITION

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- Responsibilities at home are low – more flexible with schedule
- Tech savvy to a point – want tools to be easy and intuitive

### STRATEGIES

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- Campaigns that reach them across platforms – and where they are
- Humor, element of surprise, clever

### TRANSFORT SERVICES THAT ALIGN

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- Technology/tools
- MAX – park-n-rides, bike parking, bikes on buses

### TOOLS

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- Online radio (Pandora – pending City contract leveraged by other departments), bus benches, Twitter, website, print publications – monthly magazines (*Style, Fort Collins Magazine*), digital ads (*Coloradoan, NCBR*), video
- Pop up events in Old Town Square, Transfort events, Bike to Work Day
- Business partnerships

### WHY WOULD THEY USE TRANSFORT

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- Work/Commuting
- Downtown
- Socializing

# ACTIVE BOOMERS

## MARKETING GOALS

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- Introduce them to the system
- It goes where they want to go
- Less driving, more bus travel, let's you enjoy the trip

## KEY ATTRIBUTES/UNIQUE SELLING PROPOSITION

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- Expendable income – they go out, have gym memberships, and hobbies
- Travel outside of Fort Collins – use transit in other places

## STRATEGIES

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- Fun, youthful approach
- Practical nature of transit, easy to use, people like them use the bus, too

## TRANSFORT SERVICES THAT ALIGN

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- Travel training
- MAX

## TOOLS

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- Print publications – newspaper (*Coloradoan*), monthly magazines (*Style, Discover Fort Collins, Fort Collins Magazine*), posters in restaurants, retail and businesses, bus ads, Recreator ads, City facilities, Symphony/Opera/Theater program ads, KUNC underwriting
- Presentations at service groups
- Business partnerships

## WHY WOULD THEY USE TRANSFORT

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- Dinner
- Entertainment
- Downtown
- Trails

# YOUNG ADULTS

## MARKETING GOALS

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- Expand their use of transit from just MAX to connecting routes
- Use new travel tools to plan their trip

## KEY ATTRIBUTES/UNIQUE SELLING PROPOSITION

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- Need to travel to go to work, see friends and family
- Community oriented, socially aware

## STRATEGIES

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- Playful, social-focused
- Accent how easy, modern transit fits in with the environment, social causes, economic benefits

## TRANSFORT SERVICES THAT ALIGN

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- Technology/tools
- Routes that connect at MAX stations (east west)

## TOOLS

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- Bus benches, shelters, online radio ads (Pandora stations), Twitter, digital ads (*Coloradoan*), posters in retails/restaurants, radio ads (TownSquare Media), videos/photo stills
- Transfort events, pop up events

## WHY WOULD THEY USE TRANSFORT

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- Work
- School
- Socializing

# FESTIVAL GO-ERS

## MARKETING GOALS

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- Use tools to plan your trip
- System gets you Downtown without parking hassles

## KEY ATTRIBUTES/UNIQUE SELLING PROPOSITION

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- Want to have a great time with friends Downtown
- Don't want to worry about parking or crowds getting out of town

## STRATEGIES

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- Easy way to get around town — celebratory feel
- Technology/tool promotion

## TRANSFORT SERVICES THAT ALIGN

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- Technology
- MAX — park-n-ride, bike parking

## TOOLS

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- *Coloradoan's Ticket* (Thursdays), posters in retail/restaurants/businesses, radio ads (Town Square Media, Clear Channel), digital ads (*Coloradoan*), web button on festival websites (collaborate with organizations), web button/feature on Visitfortcollins.com
- Info table at festivals (in order to inform audience year to year)

## WHY WOULD THEY USE TRANSFORT (MAX IS THE "GATEWAY DRUG")

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- Parking and traffic
- Entertainment
- Novelty of service — the complete experience

# LEVEL 2 TARGET MARKETS

## MARKETING GOALS

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### COLORADO STATE UNIVERSITY STUDENTS

- Increase frequency
- Use rider tools to plan trip

### COLORADO STATE UNIVERSITY STAFF

- Viable transportation option
- Eliminate cars/parking hassles

### SENIORS AGED 65+

- Increase frequency
- Reduce dependency on cars

### VISITORS TO FORT COLLINS – partner with hotels (cross over to the Festival Go-er audience)

- Viable local transportation option – travel like a local
- Increase daily bus pass sales

### YOUNG FAMILIES (overlaps with Festival Go-ers)

- Attracting children and families to bus travel creates life long habits
- Ride MAX to a variety of family-oriented attractions and activities

### TEENAGERS (overlaps with Festival Go-ers)

- Ride the bus to the movies, parks, trails, Downtown and restaurants
- Connect with PSD bus service

### MAJOR EMPLOYERS AND BUSINESSES ALONG THE MAX ROUTE

- Customers are riding MAX
- New visibility due to MAX route

## STRATEGIES

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- Easy and modern – simple steps to getting on the bus
- Highly visual with photos
- Sit back and relax/get a few more minutes back in your day
- Riding the bus is fun for kids
- Riding the bus is independence

# MARKETING STRATEGY

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## MARKETING GOALS

Before a campaign is created or implemented, project managers and marketing stakeholders need to understand the purpose and goals, and determine what success looks like.

The overarching marketing goals of the Transfort marketing campaigns are to:

- Introduce choice riders to the Transfort brand
- Give people a taste of Transfort through MAX experience
- Connect new riders to fixed routes

The marketing campaign concepts will:

- Raise awareness of the Transfort brand
- Raise awareness of public transit in Fort Collins
- Increase ridership, especially across the four targeted audiences
- Tap into the customer brand touchpoints

This marketing plan defines marketing strategies through the year 2016. At the end of this period of time, it is recommended that another marketing SWOT analysis be completed to identify trends, gaps, and challenges for the next long-term marketing plan.

## MEASUREMENT

Measuring marketing campaigns is critical for understanding the reach to community members the influence the brand is having on transportation decisions, and identifying returns on investments. Lessons learned from this data influences future campaigns and budgets. Measurements, or levels of success, are collected using the following techniques:

- Website hits and other website data
- Social media interactions and trends
- Ridership numbers
- Survey responses
- Impressions through media outlets (number of radio ads, print ads, length of digital ads, etc.)
- Number of new partnerships
- Positive feedback from City leaders, community opinion leaders
- Event attendance

# CAMPAIGN: BRINGING YOU CLOSER

We live in an auto-centric community. Transfort's main competition is the car, especially when considering choice riders. With this campaign, we're illustrating that Transfort goes where the customer wants to go and it's so convenient, it basically drops you off at the door — like a shuttle!

## AUDIENCES

- Active Boomers
- Urban X-ers
- Young Professionals
- Festival Go-ers
- Young Families
- CSU Staff/Students

## MAIN CONCEPT:

Bringing you closer! Ride MAX to work and play!

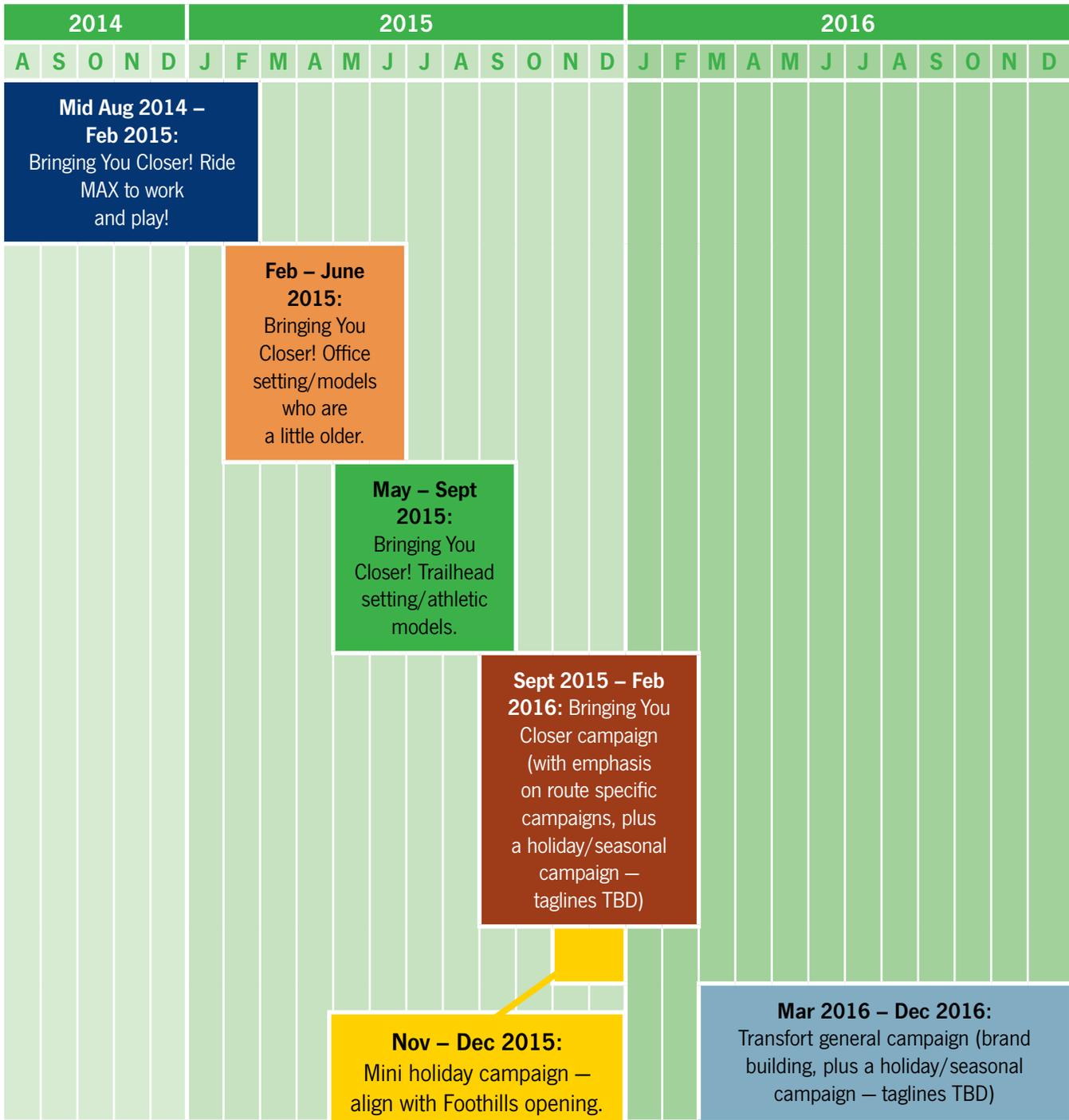
## ALTERNATIVE/ADDITIONAL CAMPAIGN CONCEPTS:

SUB-TAGLINES	VISUALS
Mental Note: Get the TPS reports to Barb in accounting	Businessperson exiting MAX directly into office
Grab a few quick miles	Athletic-type running off bus onto paved path
Time for a lunch break	Group of co-workers exiting right into Old Town

# TRANSFORT MARKETING TIMELINE



**ONGOING COMMUNICATIONS CAMPAIGNS**  
 May – August 2014: MAX is free during the summer  
 August – September 2014: MAX requires a ticket or pass to ride  
 September 2014 - January 2015: Choose your Transfort ticket or fare. You + driver = Transfort fixed route, You + TSO = MAX  
 January - June 2015: FLEX connecting you faster campaign  
 June - December 2015: campaign TBD  
 2016: campaigns TBD



# MARKETING TOOLS

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Transfort will use a variety of paid, low-cost, partnership-leveraged and free marketing tools to shape its campaign. With this new strategy, Transfort will be visible in new venues – meeting your targeted audiences where they are and not wasting valuable resources and time on outdated tools.

Strategically placing promotions and materials helps create positive experiences for customers – before, during and after their contact with Transfort. They will feel like you are speaking directly to them.

While more customer touchpoints are addressed later in this document, the main priorities and standard tools that will be used in 2014 – 2016 include:

## TRANSFORT PROPERTY ASSETS

Transfort has numerous facilities, sign locations and other physical spaces that can be leveraged to share the brand story through marketing campaigns:

1. MAX station kiosks (future)
2. Transit Center poster holders (three transit centers)
3. Exterior bus frames (queen and king size)
4. Interior bus flyer locations
5. Bus benches
6. Bus shelters
7. Other permanent signage locations
8. Partnership signage locations (e.g., other city buildings, public health building locations, libraries, shopping centers, schools)

## SOCIAL MEDIA

@ridetransfort Twitter, @fortcollinsgov, City Facebook page, future Transfort Facebook page

Scheduled and real time posts should include content that:

1. Addresses ongoing customers comments with pre-planned messages about things that matter to the customer
2. Uses campaign specific hashtags to promote the brand and service
3. Visually propels the brand through campaign photos, images, and graphics
4. Paid boosts on Facebook
5. BuzzFeed style quizzes

## TARGETED PRINT PUBLICATIONS BY AUDIENCE

Rather than creating one-off ads for publications that seek out Transfort advertising, these targeted publications will be contacted and an advertising schedule and budget will be developed.

1. *Style Magazine*
2. *Fort Collins Magazine*
3. Visitors/Chamber Guide
4. CSU Guide
5. *The Recreator*
6. *Fort Collins Coloradoan* – Ticket section, Business section
7. *Longmont Times-Call*
8. *Loveland Reporter-Herald*
9. *Berthoud Weekly Surveyor*
10. *NCBR*

## NON-TRADITIONAL OUTLETS

1. Custom events
2. Video
3. Advertising in entertainment centers and arts and culture venues
4. MAX scavenger hunt – either a stand alone event or through social media
5. BuzzFeed style quizzes

# TOOLS & TACTICS

<b>Ads in FLEX partner area publications</b>	Three times a year over four weeks. (Young Professionals, Urban X-ers)
<b>Advertise in theaters, Midtown Arts Center</b>	Meet with marketing directors and determine best strategy/pricing. (Young Families, Active Boomers, Urban X-ers)
<b>Bus benches</b>	Transfort, through its contract with Lamar, is able to use 10 bus benches and rotate art three times per year. There is no production costs. (All)
<b>Bus shelters</b>	Transfort, through its contract with Lamar, is able to use 10 bus shelters and rotate art three times per year. There is no production costs. (All)
<b>Businesses along MAX corridor</b>	Postcards with partnership opportunities — customers are closer than ever — with College front doors and Mason back doors. (All)
<b>Chamber of Commerce After Hours event at the STC</b>	Meet up via MAX. (Active Boomers, Urban X-ers, Young Professionals, major employers)
<b>Chamber of Commerce Envision event</b>	Host at the STC, opportunity to discuss transit trends, where Transfort sees itself in the next 10–20 years. (Young Professionals)
<b>City News Insert</b>	one of two to four campaigns/messages included in printed Utility bills and available online with the monthly CityNews digital version. (Young families, active boomers)
<b>Custom event</b>	Adventure (TBD)
<b>Custom event</b>	Partnership (TBD)
<b>Custom event</b>	Public service (TBD)
<b>Exhibit banners</b>	Determine if new exhibit material is needed, incorporate branding and campaign concepts for refreshed look. (TBD)
<b>In-bus posters</b>	Available on all vehicles (current riders)
<b>Info tables at First Friday, festivals, Farmers' Markets</b>	Staffed tables with routes, events, meeting information in order to meet people where they are and put a face to Transfort. (Festival Go-ers, all)
<b>MAX scavenger hunt</b>	Either a stand-alone event or through social media. (Young Professionals, Urban X-ers)
<b>Posters at major employers</b>	Harmony Corridor, Mason Corridor. (Young Professionals, Urban X-ers, major employers)
<b>Posters in retail/restaurants</b>	Especially Downtown, along the Mason Corridor, and other core retail areas in which Transfort serves. (All)
<b>Print ad in <i>Recreator</i></b>	(Young Families, Active Boomers)
<b>Print ads in <i>Coloradoan</i></b>	(Active Boomers)
<b>Queen and King bus frames</b>	(All)
<b>Radio ads</b>	Clear Channel — KIIS FM. (Young Professionals, CSU) TownSquare media — Tri 102.5 FM. (Urban X-ers, Young Families, Festival Go-ers)

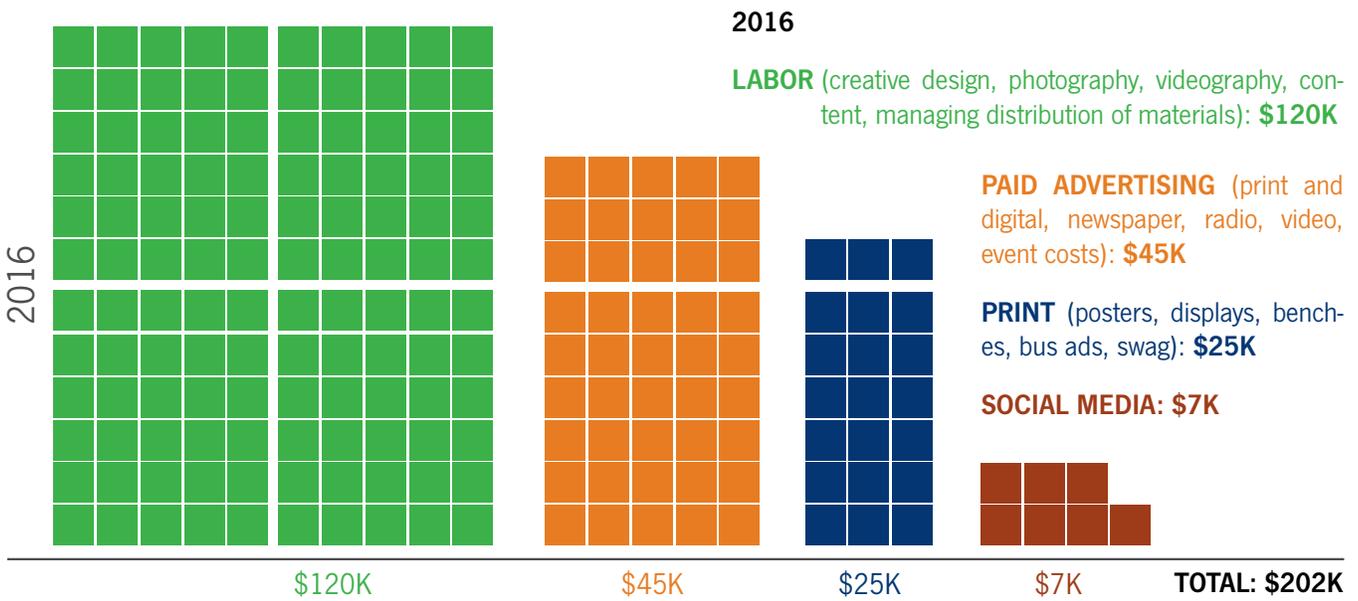
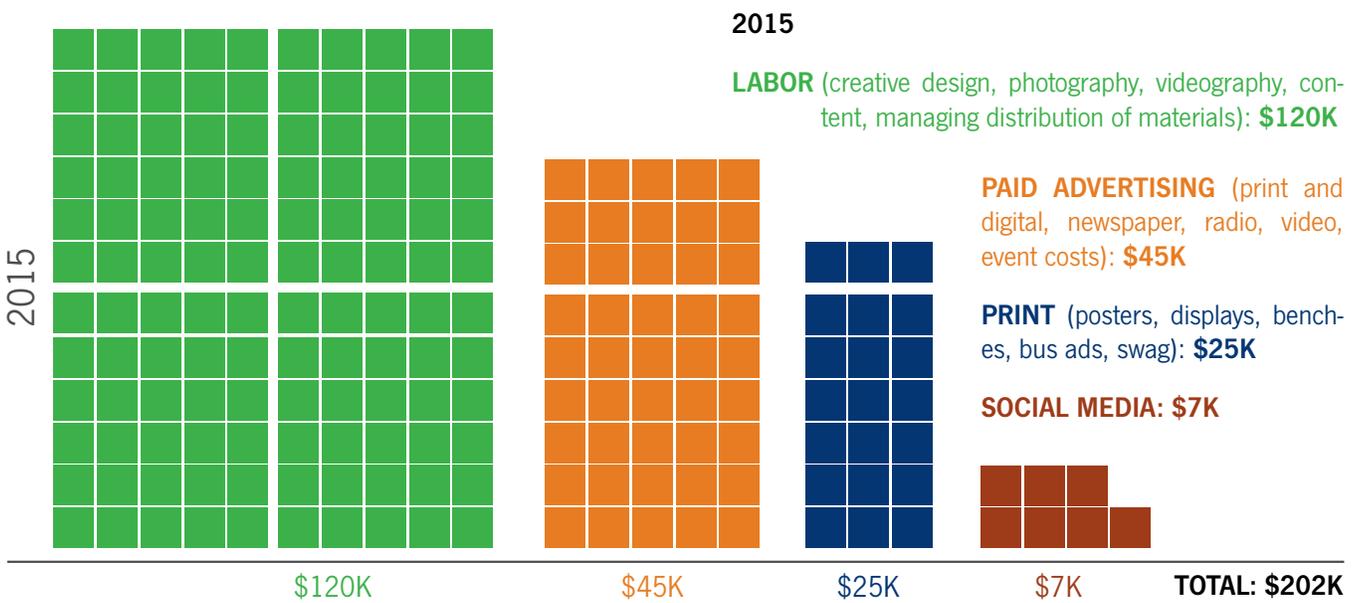
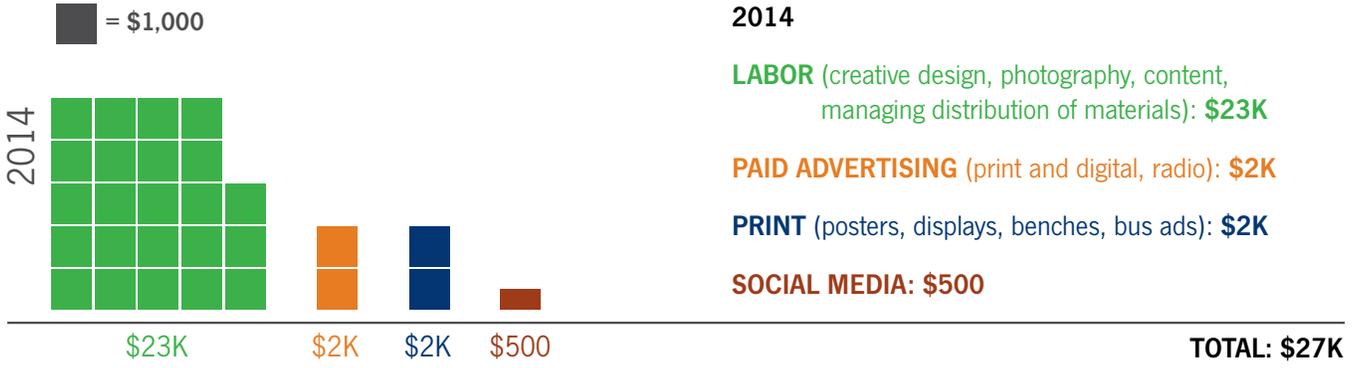
# TOOLS & TACTICS

<b>Ridetransfort.com home page marketing sections</b>	These are available for free and can be changed out with each campaign. (All)
<b>Rider quizzes</b>	Styled after BuzzFeed quizzes. (Urban X-ers, Young Professionals, Young Families, CSU)
<b>Social media</b>	Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (e.g., #MyOwnShuttle). (Young Professionals, CSU, Urban X-ers)
<b>Style Magazine</b>	Long shelf life, well-received print publication, available in higher-end service offices and medical offices. (Active Boomers, Urban X-ers)
<b>Summer Bike to Work Day</b>	STC location. (Young Professionals, CSU Staff, Urban X-ers)
<b>Symphony and Opera program ads</b>	More than 5,000 programs are produced with a lifespan of seven months. (Active Boomers)
<b>Textizen survey</b>	Use this tool periodically as an informal way to gauge ridership satisfaction.
<b>Transfort Tuesdays</b>	An opportunity for people to set aside one day a week for starters when they use transit to get to work, home, errands, school. (All)
<b>Transfort Tuesdays</b>	Show your Transfort bus pass to receive discounts at area restaurants and bars, or in retail businesses. (Will require outreach to area businesses encouraging them to participate and level of participation – maybe partner with business associations and ClimateWise for further leveraging and contacts.) (All)
<b>Video with photo sims, riders</b>	Short, fun, easy to share. (All)

## PROMOTIONAL MATERIAL/SWAG IDEAS TO CORRELATE WITH CAMPAIGNS

<b>Ponchos</b>	Rainy day – be at Drake, Mountain, Horsetooth and distribute.
<b>Umbrellas</b>	Rainy day – be at STC, DTC and distribute.
<b>Knitted caps</b>	Facebook giveaway.
<b>Coffee mugs</b>	Coffee shops offer discount with it – radius around Mason Corridor.
<b>Messenger bags</b>	Scavenger hunt prize.
<b>Key chain</b>	Ambassadors pass them out, or when you come in a transit center to buy annual pass, you get a key chain.

# ANNUAL MARKETING & ADVERTISING BUDGET



# CAMPAIGN IMPLEMENTATION

MID AUGUST 2014 – FEBRUARY 2015	<b>Bringing you closer! Ride MAX to work and play!</b> <i>After work theme</i>
	AUDIENCE: Urban X-ers, Young Professionals, Festival Go-ers, CSU Students and CSU Staff, Young Families
	Bus shelters
	In-bus ads and CTC, STC posters, other Transfort facilities
	Radio ads
	Rider quiz: favorite way to end the work day theme
	Social media: Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (#MyOwnShuttle)
	<i>Style Magazine; Discover Fort Collins</i>
	Textizen survey
	Transfort Tuesdays – using posters, social media encourage people to try Transfort on Tuesdays
	Winter Bike to Work Day – STC
	(Jan.) Advertise in theaters, Midtown Arts Center – meet with marketing directors and determine best strategy/pricing
	(Jan.) Print ad in <i>Recreator</i>
(Jan.) Posters in retail/restaurants – especially Downtown, along the Mason Corridor, and other core retail areas Transfort serves	

# CAMPAIGN IMPLEMENTATION

Bringing you closer! Ride MAX to work and play! <i>Corporate office setting</i>	
AUDIENCE: Active Boomers, Urban X-ers, Young Professionals, CSU Staff	
Ads in FLEX partner area publications	
Bus benches	
Bus shelters	
Businesses along MAX corridor: postcards with partnership opportunities	
Chamber of Commerce After Hours event at the STC	
Chamber of Commerce Envision event	
Custom event (partnership)	
Custom event (public service)	
Exhibit banners	
In-bus posters	
MAX scavenger hunt	
Partnership with Mason area businesses. Free monthly pass offer after participants have gone to the four breweries and had their card stamped.	
Posters at major employers – Harmony Corridor, Mason Corridor	
Posters in retail/restaurants – especially Downtown, along the Mason Corridor, and other core retail areas in which Transfort serves	
Print ads in <i>Coloradoan</i>	
Queen and King bus frames	
Radio ads	
Ridetransfort home page marketing sections	
Rider quiz: What's your Fort Collins dream job?	
Social media: Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (#CorporateShuttle)	
Social media event/tweet up	
<i>Style Magazine</i> print ad	
Summer Bike to Work Day – STC location	
Textizen survey	
Transfort Tuesdays - try Transfort on Tuesdays	
Video with photo sims, riders	

FEBRUARY – JUNE 2015

# CAMPAIGN IMPLEMENTATION

MAY – SEPTEMBER 2015	<p><b>Bringing you closer! Ride MAX to work and play!</b>  <i>Trailhead setting/athletic models</i></p>
	<p>AUDIENCE:                  Active Boomers, Urban X-ers, Young Families, Young Professionals, CSU Students</p>
	Bus benches
	Bus shelters
	Create youth education campaign/school ambassador program or even route design challenges
	Custom event (adventure) – Urban assault event including races, obstacle courses on big wheel, etc
	In-bus posters
	Info tables at First Friday, festivals, Farmers’ Markets – staffed tables with routes, events, meeting information in order to meet people where they are and put a face to Transfort
	<b>MAX 1 year celebration</b> – Begin planning in January, combine with urban assault, reserve blow up obstacle courses. Find financial partners, pick location, date, tools for promotion
	MAX scavenger hunt – either a stand alone event or through social media
	Posters in retail/restaurants – near trailheads and recreation centers/gyms
	Print ad in <i>Recreator</i>
	City News insert
	Print ads in <i>Coloradoan</i>
	Queen and King bus frames
	Radio ads
	Ridetransfort home page marketing sections
	Rider quiz: If you were outdoor gear, what would you be?
	Social media: Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (#TrailsAwait)
	Summer Bike to Work Day – STC location
Textizen Survey	
Transfort Tuesdays – show your Transfort bus pass to receive discounts at area outdoor gear/sporting goods stores	
Video with photo sims, riders	
Visitors Guide	

# CAMPAIGN IMPLEMENTATION

SEPTEMBER 2015 – FEBRUARY 2016	<b>Transfort: Bringing You Closer</b> <i>Emphasis on route specific campaigns, plus a holiday/seasonal campaign – taglines TBD</i>
	<b>AUDIENCE:</b> Active Boomers, Urban X-ers, Festival Go-ers, CSU Student/Staff, Young Professionals
	Ads in FLEX partner area publications
	Advertise in Chippers, theaters, Midtown Arts Center
	Bus benches
	Bus shelters
	Chamber of Commerce After Hours event at the STC – meet up via MAX
	Chamber of Commerce Envision event
	Custom event (partnership)
	Custom event (public service -beautification or food drive)
	In-bus posters
	Info tables at First Friday, festivals
	MAX scavenger hunt – either a stand alone event or through social media
	Posters at major employers – Harmony Corridor, Mason Corridor
	Posters in retail/restaurants – especially retail areas in which Transfort serves
	Print ad in Lincoln Center program
	Print ad in <i>Recreator</i>
	City News insert
	Print ads in <i>Coloradoan</i>
	Queen and King bus frames
	Radio ads
Ridetransfort home page marketing	
Rider quiz: What bus route are you?	
Social media: Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (#RideTransfort)	
Stuff the bus with food donations	
Symphony and Opera program ads	
Textizen survey	
Transfort Tuesdays – using posters, social media encourage people to try Transfort on Tuesdays	
Transfort Tuesdays – show your Transfort bus pass to receive discounts at area restaurants & bars, or in retail businesses	
Video with photo sims, riders	

# CAMPAIGN IMPLEMENTATION

NOVEMBER – DECEMBER 2015	<b>Mini Holiday Campaign</b> <i>Align with Foothills opening</i>
	<b>AUDIENCE:</b> Active Boomers, Urban X-ers, Young Families, Young Professionals, Festival Go-ers
	Ads in FLEX partner area publications
	Advertise in Chippers, theaters, Midtown Arts Center
	<b>Holiday light campaign</b> Start promotion in March or earlier, work with SFCBA, City's Econ Health Office, etc. — runs during special 2015 holiday campaign with mall reopening
	In-bus posters
	Info tables at Winter Indoor Farmers' Markets
	MAX scavenger hunt — either a stand alone event or through social media
	Print ads in <i>Coloradoan</i>
	Radio ads
	Ridetransfort home page marketing sections
	Rider quiz : Holiday shopper theme — what reindeer are you?
	Social media: Facebook ads, promoted Facebook posts, Twitter posts, custom hashtags (#SleighRide #NoSnowNeeded)
	<i>Style Magazine</i> print ad
	Winter Bike to Work Day — STC

# CAMPAIGN IMPLEMENTATION

<b>MARCH 2016 – DECEMBER 2016</b>	<b>Transfort General Campaign</b> <i>(Brand building, plus a holiday/seasonal campaign – taglines TBD)</i>
	AUDIENCE: Active Boomers, Urban X-ers, Young Professionals, CSU Staff and CSU Students
	Ads in FLEX partner area publications
	Advertise in Chippers, theaters, Midtown Arts Center
	Bus Benches
	Bus shelters
	Businesses along MAX corridor – post cards with partnership opportunities
	Chamber of Commerce After Hours event at the STC
	Chamber of Commerce Envision event
	Custom event (adventure)
	Custom event (partnership)
	Custom event (public service)
	Exhibit banners
	In-bus posters
	Info tables at First Friday, festivals, Farmers' Markets
	MAX scavenger hunt
	Posters at major employers – Harmony Corridor, Mason Corridor
	Posters in retail/restaurants – especially Downtown, along the Mason Corridor, and other core retail areas Transfort serves
	Print ad in <i>Recreator</i>
	City News insert
	Print ads in <i>Coloradoan</i>
	Queen and King bus frames
	Radio ads
	Ridetransfort home page marketing sections
	Rider quiz: What international transit system are you?
	Social media
	<i>Style Magazine, Discover Fort Collins</i>
	Summer Bike to Work Day – STC location
	Symphony and Opera program ads
	Textizen survey
	Transfort Tuesdays – using posters, social media encourage people to try Transfort on Tuesdays
	Transfort Tuesdays – show your Transfort bus pass to receive discounts at area restaurants and bars, or retail businesses
Video with photo sims, riders	
Visitors Guide	

# TRANSFORT PARTNERSHIPS AND EVENTS

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Developing business and organizational partnerships is a key goal for Transfort. Leveraging audiences, resources, awareness and events defines Transfort as the community connector. For area businesses and organizations, their partnership benefits likewise include leveraging customers, resources, and awareness to continue to build a strong, connected Fort Collins.

Transfort is committed to breaking down barriers to transit, both perceived barriers and real barriers. Partnerships create platforms for sharing transit in Fort Collins. The organization is searching for innovative programs and relationships for Transfort promotions, brand connections, and unique initiatives.

An example of a new partnership Transfort recently started is with food trucks. Two food truck companies have begun selling food at the Downtown Transit Center two days a week, over lunch and dinner, during the summer 2014. While Transfort is unable to advertise this partnership in printed material, it is using social media and flyers to promote the trucks' offerings. Transfort benefits from this relationship by meeting and building relationships with food vendors, and having new and potential customers on DTC property.

## PARTNERSHIP ANALYSIS

Each partnership opportunity will need to be vetted and analyzed in regards to: the potential long-term relationship; brand building opportunities; ease of entering into the partnership; political sensitivity around established City of Fort Collins policies and programs; and alignment with Transfort's strategic plans. Specific criteria and a formal evaluation process will need to be created prior to reaching out to potential partners. If partnerships are based on a financial investment in one way or the other, those terms will be clearly identified and communicated through the selection process.

Once guidelines are developed, Transfort should identify three-five target partnerships to pursue each year.

There are several suggested ways to begin this process:

- Make personal calls and connections to priority organizations;
- Meet with their business development and marketing directors to identify partnership alignments;
- Send letters to primary and secondary businesses/organizations asking for a meeting or inviting them to a specific pre-scheduled meeting;
- Create and mail a general "call for partnership" post card to all Fort Collins businesses or specific businesses as a pilot;
- Send a press release to the local media announcing Transfort's partnership program and requesting organizations and businesses contact Transfort for more information;
- Post partnership opportunities on [ridetransfort.com](http://ridetransfort.com), Facebook and Twitter.

# PARTNERSHIP IDEAS

BUSINESS/ ORGANIZATION	TRANSFORT BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
<b>Auto dealers</b>	Potential interaction with service departments' customers, a partner in transportation rather than the competition, furthers any relationship that is built through the South Fort Collins Business Association.	Provides their customers with free or low cost transportation option when their car is being serviced, opportunities for transportation-themed events or promotions.	Co-host a transportation themed event, offer bulk rate day passes for service departments, co-sponsor a current event that they are leaders on, collaborate with them on any service project taking place in Midtown.
<b>Chamber of Commerce</b>	Access to many targeted audiences and their professional networks, and community opinion leaders.	MAX route is close to office, transportation issues are often a topic of discussion at Chamber meeting.	Transfort sponsored and or hosted Envision and After Hours events when staff could provide a brief update on system news or policy changes, continue PassFort sales at Chamber, provide up to date system maps and schedules to main office, offer a Chamber-only rider tool tutorial or travel training demo that ends at a bar/restaurant, pass out complimentary day passes to people who haven't tried the system, create a Transit Challenge week. Ask Chamber members to try to use Transfort 3 days out of the week and blog about it on <a href="http://ridetransfort.com">ridetransfort.com</a> , <a href="http://fcchamber.org">fcchamber.org</a> .
<b>Climate Wise</b>	Access to businesses that are focused on reducing energy and increasing efficiencies for business operations.	Dedicated Transfort staff liaison to attend meetings, provide current information and programming assistance.	Co-sponsor pop-up rider appreciation events with free swag, musician at station/riding bus, snacks; travel training; rider tool demonstrations; transit trend updates and presentations, Passfort drives (for new participants).
<b>Downtown Business Association</b>	Formal relationship with a core business market, access to members through member-only meetings/materials.	City department partnership that helps bolster events as an official partner.	Table of info at two or three festivals per summer, Transfort provide web button for the DBA site for easy access to Transfort, co-sponsor winter lights display, Friday Foodie Walk or other event.
<b>El Monte</b>	Access to many of the targeted audiences through an annual event on the MAX route, work with event organizers to promote Transfort during musical act breaks (with event emcee).	Transportation partner, eliminates parking issues.	Co-sponsor the annual So Pro Music Festival (Sept.), use MAX kiosk locations to promote event and Transfort service during the festival.

BUSINESS/ ORGANIZATION	TRANSFORT BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
<p><b>FC Bikes and Bicycle Advocates</b></p>	<p>Access to bicyclists and people who support alternative transportation options.</p>	<p>Access to public transit as another alternative transportation system.</p>	<p>Work with FC Bikes and see if there is a way to work with local bike shops to get a handful of bikes custom painted like MAX, give them away as prizes during community events (drawings) or during featured social media campaigns, co-host Bike to Work Day stations (winter and summer), co-host adventure event (race buses and bikes, how many bikes really fit on MAX? contest) co-sponsor bike obstacle course races, work with CSU on the Races Around the Oval events (have information table and provide sponsorship that is recognized during the event), sponsor pop-up thank you events at MAX stations (beverages/snacks on site/ in person, or during the day, apply “thanks for riding your bike to MAX” bike seat covers).</p>
<p><b>Foothills Gateway</b></p>	<p>Higher profile and awareness with a long time “silent” partner.</p>	<p>Support and resources for continuing their mission.</p>	<p>Host a community challenge to pre-purchase tickets for people in emergency situations/match in tandem with a adventure race or community clean up collaboration.</p>
<p><b>Foothills Mall</b> (timed for holiday season 2015)</p>	<p>Great public visibility in a brand new space.</p>	<p>Access to current schedules, routes, Transfort marketing material.</p>	<p>Paid advertising in building, bus schedule information at their information desk, during the holidays have a Transfort kiosk at the mall or work with mall managers to sell bus pass vouchers (with a nicely designed/produced marketing piece), create/share the ridetransfort web button for them to add to their website, use their expansive parking lot for outreach meetings (on buses), co-host a big wheel tri-cycle race in parking lot as part of opening day or first day of summer 2016 celebrations.</p>

BUSINESS/ ORGANIZATION	TRANSFORT BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
<b>Front Range Community College</b>	Access to thousands of students and staff, raise awareness of transit in Fort Collins to the southwest side of Fort Collins.	Opportunities to sell passes and tickets to students and staff, which may help achieve college sustainability goals, reduce parking issues and increase community connections.	Offer to sell tickets or passes at a bulk rate or negotiate a pass system, sponsor student award ceremonies, use parking lot for outreach events, participate in any back to school information fairs, create a ridetransfort web button for their website, provide Transfort information for their website (on a parking/transit sub page).
<b>Health District of Larimer County</b>	Access and touchpoint with potential and current customers.	Transportation system support of services some riders need.	Host a social services fair at the transit centers, raffle off a number of bus passes during event.
<b>Large Employers</b>	Personal relationship building with a key market.	Knowledge sharing with a perceived “complicated” system, PassFort passes, addresses corporate sustainability strategies by having more employees ride the bus to and from work.	Meet with HR or operation managers to review benefits and process for PassFort, conduct on site travel training and rider tool demos, create individualized Transfort maps showing which routes service their offices so they can share it with employees, distribute maps and schedules and marketing material to businesses.
<b>Larimer County Farmers Market/ Be Local</b>	Personal relationship building, rider tool info, routes, fare info.	Addresses broader livability and environmental concerns of the community.	Schedule once a month or quarterly information tables throughout the year.
<b>Larimer County Food Bank</b>	New touchpoint with potential and current customers.	Transportation system buy in to their mission, resources and awareness from community members.	Food drive during their peak need/ timeframe, win free bus passes for different levels of giving.
<b>Mason Street Area Breweries</b>	Access to Midtown area breweries who have many cross over audiences with Transfort.	Promotion of events on MAX kiosks signs, information cards to MAX operators in case customers request information.	Collaborate with the numerous brewers on Mason Street to offer increased exposure on MAX and the route prior to and during any special beer release parties along Mason (breweries include: Cooper-smiths, Coopermuse, Scrumpy’s, Patero’s Creek, Equinox, Mayor of Old Town—not a brewer but hosts release parties, Black Bottle, 1933, and Zwei Bruder).

BUSINESS/ ORGANIZATION	TRANSFORT BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
<b>Midtown Arts Center</b>	Access to many targeted audiences who can easily reach the MAC on MAX.	Community sponsors or advertisers are popular with their audiences, many are already riding MAX .	Advertise in program, place MAX routes/information at ticket office, ask for performances on MAX and or at stations during nice weather (may require Transfort sponsorship dollars).
<b>Museum of Discovery</b>	Close proximity to DTC and MAX north terminus, young families and active boomers are major cross over audiences, contains transportation innovation exhibit and 150th celebration of Fort Collins featuring MAX material.	Encourage using MAX or other Transfort routes that use DTC to access Museum.	Offer bulk rate day passes that the Museum can send to members on their year anniversaries as a thank you gift. sponsor a transportation-themed event as an activity for children’s groups, sponsor a “history of transportation in Fort Collins” display that is outdoors and can accommodate vintage Transfort vehicles, collaborate on a Poudre Trail clean up day with Museum volunteers/ Transfort staff and ambassadors (some of these ideas may require Transfort sponsorship dollars).
<b>Poudre River Public Library District</b>	Manned and un-manned virtual travel training, rider tool info, routes, fare info.	Addresses broader livability and environmental concerns of the community.	Schedule virtual travel trainings once a quarter at rotating locations, discuss how the summer reading program can integrate with public transit theme or events.
<b>Poudre School District</b>	Access to students and their families.	Transportation system knowledge and resources.	High school information night: career opportunities in transit, student appreciation events, posters in schools, new Transfort content on PSD website.
<b>Shop Fort Collins</b> (City of Fort Collins Economic Health Office PR)	Leverage SFC brand and community buy in to all things local.	Refresh campaigns with transit tie-in.	Banners with Bringing You Closer campaign/ shopping image.
<b>South Fort Collins Business Association</b> (SFCBA)	Access to Midtown and south Fort Collins businesses through their membership meetings, website, branding efforts and special events.	MAX and other fixed routes serve many of the SFCBA businesses, having a dedicated Transfort staff member liaison will help keep members informed and potentially increase customers.	Become a member of the SFCBA, attend meetings, help lead an SFCBA special event or promotion around the Midtown area and its many transportation options, raffle off free bus passes, and offer bulk ticket prices to service providers (\$100 membership fee)

BUSINESS/ ORGANIZATION	TRANSFORT BENEFIT	ORGANIZATION/ BUSINESS BENEFIT	EVENT/RESOURCE
<b>SpokesBUZZ</b>	Introduce/reinforce transit to a youthful, hip crowd.	Easy, modern transit system provides cool backdrop for promotions/exposure.	Pop up rider appreciation events with free Transfort and SpokesBUZZ swag, musicians at station/riding bus (outside in nice weather/on bus during holidays or winter) May require Transfort sponsorship dollars.
<b>Visit Fort Collins</b>	Access to the staff and volunteers of VFC, opportunities for breaking down knowledge barriers and bringing bus travel to the forefront as they work with visitors.	Timely information about transit, a deeper understanding of how the bus system works.	Join the organization as a member, collaborate on a "Travel like a Local" guide for MAX and key routes that serve the hotels, trailheads, breweries, web button for <a href="http://ridetransfort.com">ridetransfort.com</a> that can be added to the Visit Fort Collins site, bulk tickets for hoteliers and visitor centers.
<b>United Way</b>	High profile community service organization with access to a variety of audiences, opportunity to be involved with a diverse non-profit providing many social benefits.	Many of their organizations and clients rely on the public transit system, establishing a partnership raises awareness of the service to new clients/customers.	Staff and ambassadors can collaborate with them on community beautification projects, adopt a mile program, offer bulk rate tickets that can be passed out in emergencies or raffle off bus passes during United Way donation drives, participate in community service information fairs, use their communication tools to distribute high level news releases that can be shared with their customers/clients, co-sponsor community event that is fun and high energy to raise funds for the United Way.

# MARKETING CONTINGENCY PLAN

Marketing Transfort does not happen in a vacuum. Many external factors will influence and affect your efforts. The suggestions and recommendations in this document can be scaled to fit changing budgets, timelines and staff capacity.

Some of the elements that may impact the Marketing Plan include:

RISKS	MITIGATION STRATEGIES
<b>Transfort staff capacity</b>	Minimize reactionary marketing and advertising offers, conserve staff time.
<b>Change in Transfort staff (reduction)</b>	Identify a staff person to coordinate marketing plan implementation with CPIO or outside resources.
<b>Changes to Transfort marketing budget</b>	Reduce paid advertising, change out marketing posters less frequently, rely more heavily on social media, newsletters, press releases, website updates, etc.
<b>City Council policy changes on advertising and marketing</b>	Establish clear guidelines for new or changed advertising with CPIO and advertising vendors, update website information and share the changes via a press release and social media posts.
<b>Inclement weather during scheduled outdoor events</b>	Determine ahead of time what an extreme weather event looks like. If conditions become unsafe for staff and attendees, what will be the procedure for canceling or postponing? Rely on CPIO's or other departments' outdoor event policy to be consistent with City policies.
<b>External trends and perceptions of public transit</b>	Keep ahead of trends as much as possible through strategic planning, attending industry conferences, maintaining open lines of communications with partners, transit advocacy groups, and internal City transportation managers. Adjust marketing messages or images according to shifts in trends and perceptions.
<b>Changes in social media tools and use</b>	Monitor social media trends in the general public, governments and transit agencies. Adapt strategies to align with best practices and increase visibility. Updating content and adding new social media accounts should add value to the organization, not drain resources and energy from staff.
<b>Partnerships that don't get established or that fail before true launch of campaign</b>	Keep open lines of communications with new partners. The new relationship will require frequent check-ins and opportunities for engagement outside of any public-facing event or campaign. This will require staff time; monitoring the time commitment to building partnership relationships will be key to only working with productive organizations with a high return on investment for Transfort.

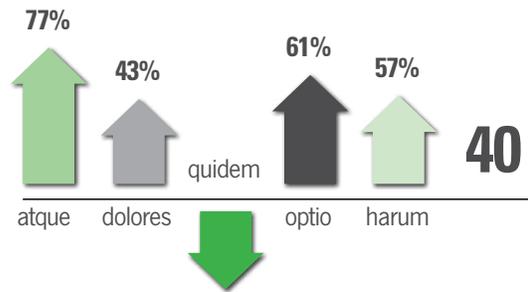
# MEASUREMENT & REPORTING

Every six months, a marketing report will be prepared sharing information from a number of tools. Between these milestone reporting dates, marketing activities and trends will be monitored and measured – these can be accomplished internally, or using the marketing consultant. Being aware of participation, engagement and activity between Transfort and its customers will help fine tune marketing strategies and campaigns.

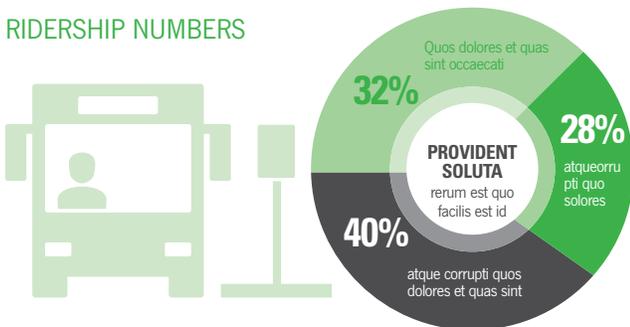
## WEBSITE HITS AND OTHER WEBSITE DATA



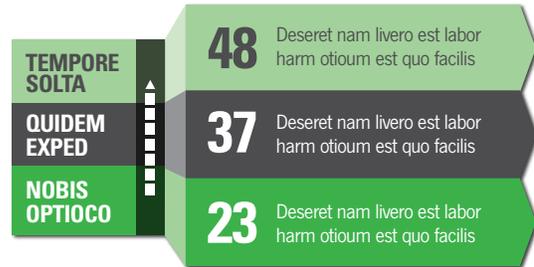
## SOCIAL MEDIA INTERACTIONS AND TRENDS



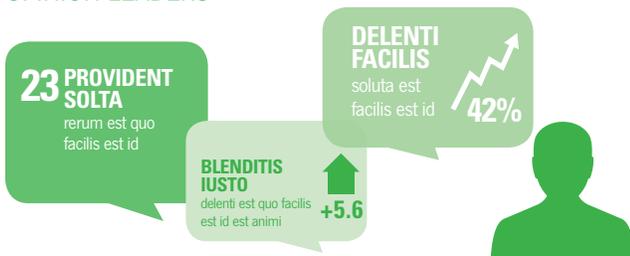
## RIDERSHIP NUMBERS



## SURVEY RESPONSES



## POSITIVE FEEDBACK FROM CITY LEADERS, COMMUNITY OPINION LEADERS



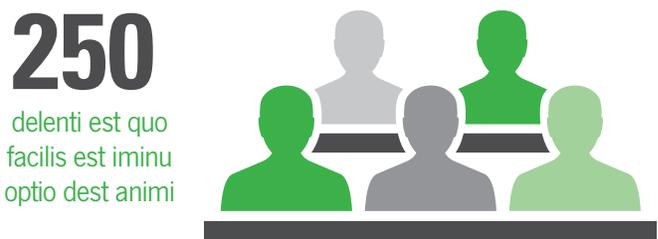
## IMPRESSIONS THROUGH MEDIA OUTLETS



## NUMBER OF NEW PARTNERSHIPS



## EVENT ATTENDEES



# APPENDIX A: COMMUNICATION TASKS

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## MARKETING VS. COMMUNICATIONS, AN OVERVIEW

Different than marketing, communications is the day-to-day conversation you have with the community. Communications is sharing good news, bad news, events, updates, etc. in a friendly, ongoing way. The marketing campaigns can be integrated into communications tools to reinforce messages, the Transfort brand, and increase customer loyalty. The City of Fort Collins Communications and Public Involvement Office, Transfort staff, and some external communications professionals provide this support.

### Examples of Transfort Communications

- Annual pass contest/give away promotion on social media
- Annual report
- In-bus ads promoting City programs (Climate Wise, Beat the Buzz, FC Bikes, Open Streets, Shop Fort Collins)
- In-bus ads promoting Transfort messages/campaigns (bikes on buses, exiting/entering etiquette, shuttle dates/Sunday service announcement, FLEX or other featured route that connects to MAX, rider tools/technology, trip planner, SMS service, etc.)
- MAX requires tickets beginning August 25
- New routes/specific route outreach to neighbors and businesses along new routes
- Other Transfort services
- Pitches to Transit magazines — Kurt's bio, Transfort's recent accomplishments, new website
- Policy engagement programs
- Press releases, social media PSAs, announcements, messages, articles, media relations
- Rider alerts
- Ridetransfort.com updates
- Route changes
- System wide events, news and updates
- Speaker's bureau
- Send Studio lists – give the Mason Corridor Connection the option to MC subscribers to Transfort's enewsletters.
- Senior Center — provide materials and on site travel training and rider tool demos
- Social media event — tweet and greet an operator/ GM/SDM/dispatcher
- Technology/ rider tools
- “Thanks for riding the bus” campaign targeting park-n-ride passengers, bike rack customers
- Title VI compliance
- Travel training events/news
- You + 14 + MAX = Dinner Downtown (sample communications campaign)
- Choose your Transfort ticket or fare (sample communications campaign)

# APPENDIX B: CREATIVE MATERIAL

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## AUGUST – SEPTEMBER 2014

Other pieces will be developed upon prioritization by Transfort management.